

# CULTIVATING CHANGE:

Redesigning Library  
Services Using the  
Partnerships for  
Change Approach



**THE PARTNERSHIPS FOR  
CHANGE PROGRAM MISSION:  
TO ASSIST CALIFORNIA LIBRARIES IN  
ANALYZING AND RESTRUCTURING  
THEIR LIBRARY SERVICE PROGRAMS AND  
POLICIES TO RESPOND TO THE  
ETHNIC AND CULTURAL DIVERSITY  
OF THEIR COMMUNITIES.**

## A MESSAGE FROM THE STATE LIBRARIAN



**W**ithin a single generation, changes in California's demographics have made our state the most diverse in the nation. These changes pose a challenge to California's public, school, and academic libraries, whose mission is to provide opportunity and service to all Californians. In 1988, the California State Library began to examine the need for new policies and programs that were responsive to California's growing diversity and spearheaded the Partnerships for Change Program. This program was a call for creative and long-term commitments to serve the information needs of all Californians.

From 1988 to 1995, Partnerships for Change (PFC) led the way in developing innovative library service programs and forging new community partnerships. The program's mission focused on helping California's libraries analyze and restructure their library services and policies to respond to the diversity of their communities. To accomplish this, PFC provided 25 public libraries with a community-based process for program revision, a training program, and Library Services and Construction Act funds to help them through the process.

PFC successfully helped public libraries implement real, long-lasting change in how they serve communities, how they evaluate current services and plan for the future. Today, many PFC principles—planning, needs assessment, valuing diversity, community linkages, public relations and evaluation—have been incorporated into how California public libraries plan for their futures. The goal of PFC is for every Californian—regardless of culture or ethnicity, language spoken, age, or library experience—to be able to find in the library the basic information they need to reach their full potential.

The PFC model is one that works because it takes a team approach to change, and creates community partnerships that lead to effective library service. This publication profiles the PFC principles, experience and evidence of success, and includes the testimonials of participants in the program. Following the PFC philosophy and experiencing the PFC process leads to change. PFC changes your library, your skills and experience level, and you. Above all, PFC will prepare you to be a library leader and an agent of change. More than one public library director has said to me, "*Partnerships for Change is the best thing the State Library ever did.*"

It is with great pride and admiration that I share these Partnerships for Change guidelines with you. I hope this publication will help you, your colleagues and your community partners design future services that cater to the particular needs and culture of your community. By implementing the PFC process, you will begin to see your community with new eyes, and you will develop new skills to meet their educational, informational and recreational needs.

A handwritten signature in black ink that reads "Kevin Starr".

Dr. Kevin Starr

California State Librarian

## PREFACE

The idea for writing guidelines to the Partnerships for Change (PFC) Program seemed a natural resolution to this multiyear program. Most of the more than 100 participants felt that the program made a significant impact on their libraries, and that the experience had made them better librarians.

Getting this document on paper was not as easy as it first appeared. PFC documents number in the thousands with over two dozen training manuals and volumes of reports, evaluations and public relations materials. When the California State Library decided to take a “task force and team review” approach to developing the guidelines, we were on our way to sharing the best of PFC in this publication.

The task force spent six months reviewing the PFC training manuals, evaluations, surveys and reports, gleaned what was best about each PFC element. They also came up with a title for the guidelines that captured the PFC experience. Numerous drafts later, *Cultivating Change* was sent to editorial advisors who so graciously consented to review it.

## ACKNOWLEDGMENTS

Many people played a role in the Partnerships for Change Program, and ultimately in *Cultivating Change*. First, our heartfelt thanks to Dr. Kevin Starr, State Librarian of California, for his wisdom in funding the PFC Program and this document and ensuring that the Partnerships for Change success were shared with others. Thanks also to Liz Gibson, Bureau Chief, Library Development Services, California State Library, for her commitment to PFC and her willingness to see *Cultivating Change* become a reality. To Kathy Low, Human Resources Development Consultant, and Bessie Condon Tichauer, Children and Youth Services Consultant at the California State Library, our thanks for their perseverance, commitment to PFC, and faith in the project and us. Thanks also to: José Aponté, I Director, Oceanside Public Library; Colleen Foster, Director, Stockton-San Joaquin County Public Library; Gloria Hansen, Branch Manager, Mission Branch, San Francisco Public Library; and Juli Odofin, Interim Library Director, Oakland Public Library, for supporting their staffs’ participation in the PFC Guidelines Task Force.

Without our task force of former PFC participants, *Cultivating Change* could not have come together so quickly and efficiently. Task force members were: Henry Bates, now retired from Menlo Park Public Library; Mae Bolton, African American Museum and Library of Oakland Public Library; Mary Cady and Martha Neves, Mission Branch of San Francisco Public Library; Grace Francisco, Ocean View Public Library; Francisco Pinneli, Nevada County Library; Jae Min Roh, now retired from the Picnic Point Branch of the Los Angeles Public Library; and Charles Teval, Tracy Branch of the Stockton-San Joaquin County Library. We want to thank each of them for their decisiveness, dedication to the project, and their “good humor.” They are talented library leaders who exemplify the mind, heart and soul of the PFC Program.

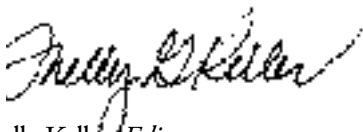
We give another round of thanks to our editorial advisors who were all involved in the PFC Program: José Aponté, Oceanside Public Library; Richard Belanger, Ph.D., now retired from the San Diego Public Library; Barbara Bowie, Riverside County Library System; Jean Carpenter, Kaiser Permanente; Barbara Clark, now retired from the Los Angeles Public Library; Carolyn Eckert, Fullerton Main Library; Ofelia Escobedo, PFC community partner for Carlsbad Public Library; Wanda Raquel Hannabach, Logan Heights Branch of the San Diego Public Library; Hope Hayes, now retired from Oakland Public Library; Lynda Jones, Carlsbad Public Library; Donna Kerr, Mendocino County

7; Sara Loyster, San Anselmo Public Library; Jennifer Lambelet Mencken, Los Angeles Public  
7; Al Milo, Fullerton Public Library; Juan Ortiz, Logan Heights Branch of the San Diego Public  
7; and Ken Yamashita, Ph.D., Stockton-San Joaquin County Public Library

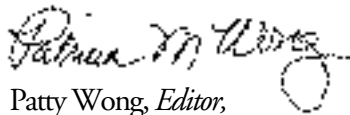
8 also want to thank the many PFC trainers (see Appendix A for a list) for their hard work and  
itment to developing the PFC Program. We also acknowledge their role in helping PFC libraries,  
staff and community partners learn, develop and grow.

anks to the PFC Participants (see Appendix B for a list) who ultimately must take the credit for  
ccess of the PFC program. A special acknowledgment goes to Shellie Cooke who researched and  
ped our topical bibliography, updating those from the original PFC training materials. Thanks  
Rhonda Rios-Kravitz, Kathy Buxton, and everyone at the California State Library who  
outed to PFC.

ally a special acknowledgment to Michael Rubin and the Evaluation and Training Institute for  
g and evaluating the PFC Program, and to Gary E. Strong, former State Librarian of California  
w Library Director of the Queensboro Public Library in New York, for creating the Partnerships  
ange Program.



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**HENRY BATES** recently retired from the Mendocino County Library where he had been Director since 1989. He was a participant in the California State Library's Partnerships for Change Program and the Convocation on Providing Public Library Service to California's 21st Century Population. His career includes: Acting Administrator for the North Bay Cooperative Library System; City Librarian of the Milwaukee Public Library; Deputy City Librarian of the Washington, D.C. Public Library; Assistant Chief of Branches and Extension at the Chicago Public Library; Director of the Newton Free Library in Newton, Massachusetts; Director of the Thomas Crane Public Library in Quincy, Massachusetts; and Library Consultant.

Mr. Bates is a member of the California Library Association and has served that organization as President of the Public Library Section, Assembly Member, and Legislative Committee Co-Chair. He has served on the Boards of the Even Start Literacy Coalition and the Midwest Federation of Library Associations; Secretary and President of the Mendocino Coast Clinics, Inc.; Treasurer of the Literacy Volunteers of America in Ukiah; Vice-Chair of the North Bay Cooperative Library System; President of the Mendocino County Historical Records Commission; Treasurer of the Literacy Alliance of Mendocino County; Secretary and President of the Russian River Health Center, Inc.; and as Sonoma County Library Commissioner.

Mr. Bates received his B.A. from Boston University and his M.S. from Simmons College, School of Library Science.

**MAE BOLTON** is Administrative Director of the African American Museum and Library at Oakland Public Library. She was a participant in the California State Library's Partnerships for Change Program, and the Convocation on Providing Public Library Service to California's 21st Century Population. Before coming to Oakland Public Library, Ms. Bolton was Library Services Manager at Berkeley Public Library. Her career also includes Network Supervisor, Minority Services Librarian, Literacy Services Coordinator, Collection Development and Information Services Supervisor, and Reference Supervisor at Sacramento Public Library; Reference Librarian at Alameda County Library; Castro Valley Library; and Branch Supervisor of the Kellogg Branch of the San Bernardino Public Library.

Ms. Bolton has served as Secretary, Vice-President and President of the California Librarians Book Caucus; Chairperson of CLA's Long Range Planning Committee; Secretary of the California Society of Librarians chapter of CLA; Chair of CLA's African American Librarians Roundtable; and CLA Assembly Member-at-Large.

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Mr. Cady is a member of the American Library Association and the California Library Association. He has served on CLA's Council and Services to Latinos Roundtable, and as President of REFORMA Bibliotecas Para La Gente Chapter.

Mr. Cady received his B.A. in Spanish from the University of Kansas and his M.L.S. from San Francisco State University.

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**DELLY G. KELLER**, President of Keller Marketing and Communications, was project manager for the editors of *Cultivating Change*. She has been a public relations consultant to the California State Library since 1988, providing writing, editing, training and project management services. Ms. Keller has written and edited dozens of publications for the State Library, including: *Harmony in Diversity-Recommendations for Effective Library Service to Asian Language Speakers*; *Keeping the Promise-Recommendations for Effective Library Service to African Americans*; and *Adelante-Recommendations for Effective Library Service to the Spanish-speaking*. She was the public relations trainer throughout the Partnerships for Change Program, project director for the State Library's Convocation on Providing Library Service to California's 21st Century Population, and editor of the Convocation proceedings. She also edited the American Library Association's *Celebrate America's Diversity* manual, and authored several articles for ALA's "PR Activity Report," and *The Reference Librarian*.

Ms. Keller is a member of the California Library Association's Public Relations Committee and the American Library Association. She is a frequent speaker at ALA and CLA conferences. Ms. Keller earned her B.S. from the University of Maryland, and teaches "Writing for Public Relations" at the University of California, Davis.

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**FRANCISCO PINNELI** has been Nevada County Librarian since 1997. He worked for the San Francisco Public Library from 1984 to 1997, and at the San Francisco Public Library from 1974 to 1984. Pinneli was a participant in the California State Library's Partnerships for Change Program and the Convocation on Providing Public Library Service to California's 21st Century Population.

He is a member of the American Library Association and the California Library Association, serving on the Assembly's Legislative Committee and Bond Task Force (Senate Bill 3). He currently serves on the Regional Planning Group (Region III) for the Library of California, and was a founding member of Bibliotecas Para La Gente, a chapter of REFORMA, and L.I.B.R.O.S. in San Diego. He was a co-author to "BILINDEX," a bilingual Spanish-English subject heading list in 1984, and recently headed the successful passage of a countywide tax measure that tripled the Nevada County Library's operating budget.

Mr. Pinneli received his B.A. from California State University, San Francisco and his M.L.S. from the University of California, Berkeley.

**JAE MIN ROH** recently retired as Senior Librarian and Branch Manager at Los Angeles Public Library's Pio Pico Koreatown Branch. Mr. Roh was a participant in the California State Library's Partnerships for Change Program and the Convocation on Providing Public Library Service to California's 21st Century Population.

His career also includes service as: Senior Librarian of Los Angeles Public Library's Inner-City Bookmobile; Young Adult Librarian at Junipero Serra Branch of Los Angeles Public Library where he was the library's first Korean-speaking librarian; and Librarian Trainee at Cypress Park Branch of the Los Angeles Public Library. He also taught English, English Grammar, British Drama and Shakespeare at Kyung Kee University in Seoul.

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**CHARLESTEVAL** has been the Supervising Librarian at the Tracy Branch of the Stockton-San Joaquin County Public Library since 1994. He was a participant in the California State Library's Partnerships for Change Program. His career includes serving as Supervising Librarian of Stockton and San Joaquin County Public Library's Fair Oaks and Southeast Branches, and Branch Librarian at the Southeast Branch.

He is a member of the American Library Association, the California Library Association, the Intellectual Property Association and the Intellectual Freedom Round Table.

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Ms. Wong's career has included service as Supervising Librarian at the Berkeley Public Library's South Branch and Tool Lending Library; Children's Librarian at Berkeley Public Library's North Branch; Oakland Public Library's Main Library and other branches, and Cataloger at Oakland Unified School District.

Her professional activities include: Nominating Committee Member of the American Library Association (ALA); Member of the Pura Belpré Award Committee of the ALA's Association for Library Services to Children (ALSC); Member-at-Large of the ALA's Council; Member of ALA's Booklist Advisory Board and John Newbery Award Committee; Member of the Asian/Pacific American Librarians Association (APALA) Executive Board; APALA President; Member of the California State Library Minority Scholarship Committee; Member of the Chinese American Librarians Association's Board of Directors; Member of ALA's and ALSC's Preconference Planning Committee.

Ms. Wong is also a member of the Bibliotecas Para La Gente Chapter of REFORMA, the California Librarians Black Caucus, United States Board on Books for Young People, and Women's International League for Peace and Freedom. She has been a speaker and guest lecturer at conferences of the ALA, APALA, CLA, at the University of California, Berkeley and San Jose State University. She was one of the authors of the California State Library's *Harmony in Diversity—Recommendations for Effective Library Service to Asian Language Speakers*. Ms. Wong earned her B.A. and her M.L.S. from the University of California, Berkeley.